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Midcareer Executive Development Course (MEDC) No. 27

17 January - 26 February 1971

COURSE REPORT

I. General

The 27th Midcareer Course was conducted during the period 17 January-26 February 1971. Except for a major revision of the Clandestine Service portion of Phase II, the 27th Course followed the same general format as previous runnings. There were 35 students (one female) in the class, with all four Directorates and the Office of the Director represented as follows: One student from the Office of the Director (Audit Staff), nine from the Intelligence Directorate, three from the Science and Technology Directorate, 14 from the Clandestine Service and eight from the Support Directorate.

Based on the comments contained in the student critiques, the majority of the participants praised the course highly for its overall value, content, and administration. There were no negative comments made regarding the value of the course as a whole. Several of the Speakers in both Phase II and Phase III independently stated that this was the best and most committed group of Midcareerists they had ever addressed.

Bad weather necessitated a few cancellations and changes in schedule during the Phase II part of the course [REDACTED] The remainder of the course, however, including an unusually successful field trip (to the 90th Strategic Missile Wing in Cheyenne, Wyoming; to the Manned Space Center in Houston, Texas; and to the Missile Launch facilities in Cape Kennedy, Florida), ran without a hitch.

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II. Opening and Closing of the Course

The Midcareerists were again privileged to have General Cushman launch the course. He gave a highly effective 15 minute opening talk, addressing himself chiefly to the opportunities and challenges facing Agency Midcareerists during the next few years. Because the Director was unable to attend in his customary role of Final Speaker he designated the Executive Director-Comptroller to take his place. Col. White limited himself to a few closing remarks and handed out the Graduation Certificates.

III. Phase I (Managerial Grid)

Twenty-seven members of the class participated in the Managerial Grid. This class rated the Grid week higher and found it more rewarding than did any other class in the experience of the course manager, who has been involved with the past 11 classes. The group exhibited an unusual interest and concern with Management training and problems of management in the Agency.

IV. Phase II (The Agency and the Intelligence Community)

The reactions of the students to Phase II in its entirety was very good indeed. The opening day of Phase II, which had Mr. Hugh Cunningham in the lead-off position, followed by Messrs. Lawrence Houston [REDACTED] rated high with the students. The four Directorate segments were ranked by the students in the following order: Support, Intelligence, Clandestine Service, and in last place, Science and Technology. This was an unusual turn of events, since the "S&T Day" normally is one of the high points of Phase II. The S&T presentations were somewhat uninspired this time and did not compare favorably with previous runnings. The improved CS segment may also have had the effect of dulling the S&T image somewhat, particularly since previous CS efforts in the Midcareer Course consistently have been given the lowest ratings by the students, usually by a wide margin.

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Clandestine Service Coverage

Because of continuing student criticism, particularly from CS students, the three-day segment was completely revised for the 27th class with the objective of presenting a more candid as well as interesting picture of the CS, including some of its outstanding accomplishments in the form of case histories. Mr. Karamessines personally provided the impetus for and supervised the revision of the CS segment.

The resulting CS "new look" was uneven and although it received some adverse criticism from the students, in the opinion of the MEDC staff it was a distinct improvement over previous efforts, and with some minor readjustments it should be very good.

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██████████ gave the introduction to the Clandestine Service this time. Although his introduction was better than previous ones, some of the students felt that it did not quite achieve its purpose. Five CS Case Histories were introduced into the Course: the "S&T Fabrication Case", "Penkovsky", "Che Guevara", "Runge" and "Ouija." The Penkovsky Case, presented by ██████████ was a great success and perhaps the high point of Phase II. Following ██████████ presentation ██████████ SB Division, and ██████████

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██████████ OSR, spoke on the intelligence production and evaluation aspects of the case. Although ██████████ came with a very well prepared talk many of the students felt that his approach was too technical and more concerned with intelligence analysis in general than with the Penkovsky Case.

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With the exception of the Che Guevara Case, the three remaining case histories were very well received by the students. As presented, the Che Guevara Case was just uninteresting.

Informal Evening Discussion at ██████████

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The evening informal discussions once again received high praise from the students. The DDS panel of Messrs. ██████████ Blake, ██████████ and Fisher provided perhaps the most spirited and interesting session. The discussion with the DDI representatives, Bruce Clarke, Edward Allen and ██████████ as well as the evening with Arthur Lundahl and ██████████ were also stimulating and well received by the class. The informal sessions with the CS speakers received

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mixed notices. The first evening session had just too many of the days' speakers on the panel - seven of them - with the result that the discussion wandered too far afield. The second evening session with the "Penkovsky" speakers was very good - although some of the students felt that perhaps too much time had been devoted to the case.

Classroom Presentations

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The class rated the presentations of Arthur Lundahl, Bruce Clarke and [REDACTED] as the best in Phase II. The following individuals were also praised highly by the students:

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Hugh Cunningham [REDACTED]
Robert Wattles, [REDACTED]
Dr. John Tietjen with his Medical Panel.

Thomas Karamessines, who spoke to the class after its return to Headquarters, gave an excellent presentation of about 20 minutes and was very straightforward and forthcoming in the question period which followed. He was better received by this class than at any of his previous appearances during the past two and one-half years.

Individual Presentations

The Midcareerists considered the individual student presentations an integral part of the course and felt that in many ways it was one of the most valuable features of the course. In this they echoed the sentiments of previous Midcareer classes.

Special Visit

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This class also visited the Technical Services Division [REDACTED] The presentations and tours organized and conducted by [REDACTED] and his staff were outstanding.

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V. Phase III (U.S. and World Affairs)

The students expressed their praise and appreciation of the diversified program presented to them in Phase III.

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The class gave top ratings to Hyman Bookbinder, who spoke on "The Urban Crises in the United States", Assistant Secretary of State Marshall Green on "Developments and Problems Facing the U.S. in East Asia", [REDACTED] on "American Politics in the 1970's", [REDACTED] on "Communist China [REDACTED] [REDACTED] on "How to Read a Foreigner", [REDACTED] on "Black Problems", Bruce Clarke on "Soviet Strategic Capabilities" and [REDACTED] who, after a long absence, returned to speak on "Congressional Dynamics."

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Two first-rate speakers whose presentations were not up to their usual standards were [REDACTED] on "The Limits of U.S. Foreign Policy" and [REDACTED] on "The Middle East."

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On its Field Trip the 27th class visited the NASA facilities at Houston and Cape Kennedy and the SAC Base at Warren Air Force Base in Cheyenne, Wyoming. The class found the visits to Kennedy and Warren AFB very rewarding and worthwhile and they were unusually enthusiastic about the outstanding briefings and tours conducted at these two installations. The visit to the Manned Spacecraft Center at Houston, though interesting, was poor by comparison, mainly because of a somewhat disorganized and inadequately planned tour.

The class was privileged to hear two very fine presentations on the final day of the course, first by [REDACTED] who discussed certain aspects of consumer and producer relationships in intelligence work and later, by General Maxwell Taylor who spoke in general to the use of intelligence by policymakers. General Taylor further delighted his audience by reminiscing about interesting experiences in his long and distinguished career.

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S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 27
(OTR #3 - 71)

17 - 22 January 1971

S E C R E T

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S E C R E T

FOREWORD

The Midcareer Executive Development Course (MEDC), a part of the Midcareer Training Program, is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of Management Practices, of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government especially in the international field.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components, and, to a lesser extent, with the activities of certain other organizations in the Intelligence Community.

During the final portion of the Course, Phase III, attention is focused primarily upon major developments and trends in World Affairs and upon some elements of national power which affect the U.S. Government's ability to exert influence on the international scene.

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S E C R E T

WEDNESDAY, 13 January 1971
(USIB Conference Room, 7E-26)


INTRODUCTION TO THE COURSE

1300 Registration

1315-1415 Introduction to the Course


Chief, Midcareer
Executive Development
Course, SUS/OTR

25X1A


Midcareer Executive
Development Course,
SUS/OTR

25X1A

1500

~~1400~~

Welcoming Address

Lt. Gen. R. E. Cushman, Jr.

Deputy Director of Central Intelligence

~~1300~~

Special Clearance Briefings


Security Officer, OTR

25X1A

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MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 27

THE MANAGERIAL GRID

Sunday, 17 January 1971

through

Friday, 22 January 1971

at the

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SUNDAY, 17 January 1971

1530

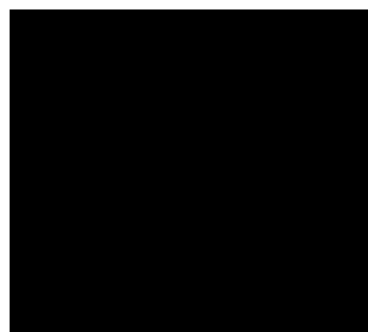


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1615

Convene in Conference Room (CR-11)

Welcoming Remarks



Security Briefing

25X1A

25X1A

1700

Reception



1800

Dinner

1900-1930

General Session: Introduction to
Seminar, Introduction to Grid
Concepts Activity (CR-11)

1930-2130

Team Activity: Grid Concepts Activity

2130-2200

General Session: Scoring

S E C R E T

MONDAY, 18 January 1971

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique	
0815-1000	Team Activity: Critique	
1000-1030	Team Activity: Complete and Post Wall Charts	
1030-1200	General Session: Film and Lecture: "The Managerial Grid"	
1200	Lunch	
1300-1315	General Session: Introduction to [REDACTED] Activity	25X1A
1315-1630	Team Activity: [REDACTED]	25X1A
1630-1700	General Session: Scoring	
1700	Dinner	
1900-1915	General Session: Introduction to [REDACTED] [REDACTED] Critique	25X1A 25X1A
1915	Team Activity: Critique	

TUESDAY, 19 January 1971

0800-0830	General Session: Newsprint exchange on [REDACTED] Critique
0830-0845	General Session: Introduction to Team/ Committee Action Activity
0845-1200	Team Activity: Step 1: Developing team solution for Team/Committee Action
1200	Lunch
1300-1400	Team Activity: Step 2: Critique Complete wall charts
1400-1415	General Session: Introduction to Pair Discussions
1415-1515	Step 3: Pair Discussions
1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 & 6
1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles
1700	Dinner
1900	Team Activity: Step 6: Critique

25X1A

WEDNESDAY, 20 January 1971

0800-0830 General Session: Newsprint exchange on
 Team/Committee Critique

0830-0845 General Session: Introduction to 12 Angry Men
 Activity

0845-1030 Film: 12 Angry Men

1030-1115 Step 1: Individual Work: Judgments of Managerial
 Styles of 12 Angry Men Characters

1115-1200 Step 2: Team Activity: Judging Managerial
 Styles of 12 Angry Men Characters

1200 Lunch

1300-1445 Team Activity: Complete Step 2

1445-1515 General Session: Step 3: Individual and
 Team Scoring of 12 Angry Men
 Introduction to Step 4

1515-1700 Team Activity: Step 4: Critique

1700 Dinner

1900-1915 General Session: Lecture: Organization
 Culture Concepts
 Introduction to Ideal Organization Culture Activity

1915 Team Activity: Ideal Organization Culture

THURSDAY, 21 January 1971

0800-0830	General Session: Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

FRIDAY, 22 January 1971

0800-0930	Team Activity (Contd.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE

NO. 27

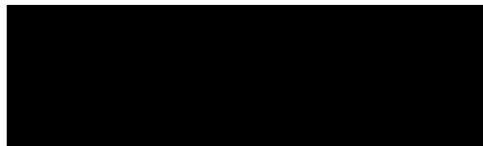
PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 25 January through Friday, 5 February 1971



25X1A

Monday, 8 February through Tuesday, 9 February 1971

at Headquarters Building

Room 1A-07

S E C R E T

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S E C R E T

MONDAY, 25 January 1971

25X1A

0900	Convene in Classroom (CR-11)	
0915-0945	Administrative Time and Reading Period	
0945-1045	"The Agency and the Intelligence Community--Developments and Problems"	<u>Hugh Cunningham</u> Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1415	Critique (Phase I--Grid) and Reading Period	
1430-1515	"CIA's Legal Activities"	<u>Lawrence Houston</u> General Counsel
1515-1530	Question Period	
1545-1630	"The Agency's Relationship to the Congress"	 Legislative Counsel
1630-1645	Question Period	
1830	Dinner	
25X1A 1930-2130	Informal Discussion (At )	<u>Hugh Cunningham</u> <u>Lawrence Houston</u> 

25X1A

25X1A

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TUESDAY, 26 January 1971

(At [REDACTED])

25X1A

0800-0830 Individual Presentation

0830-0900 Reading Period

0900-0940 Film: "National Intelligence Estimates" (Theater)

0950-1020 Individual Presentation

1045-1130 First Seminar Period:

Group I - "National Intelligence
Estimates (CR-14A)"

[REDACTED] 25X1A
Chief, Estimates Staff,
Office of National
Estimates

Group II - "Economic Intelligence"
(CR-14B)

Edward Allen
Director, Office of
Economic Research

1130-1215 Second Seminar Period:

Group I - "Economic Intelligence"
(CR-14B)

Edward Allen

Group II - "National Intelligence
Estimates (CR-14A)"

[REDACTED] 25X1A

1220 Bus to [REDACTED]

1240 Buffet [REDACTED]

25X1A

1330-1500 Informal Discussion
with the
Deputy Director for Intelligence

R. J. Smith

1505 Bus Returns to Admin Building

1520-1605 "The Agency's Responsibility
in Strategic Research"

Bruce Clarke
Director of
Strategic Research

1605-1620 Question Period

S E C R E T

S E C R E T

TUESDAY, 26 January 1971 (Contd.)

(At [REDACTED])

25X1A

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[REDACTED]

1830

Dinner

25X1A

1930-2130

Informal Discussion

[REDACTED]

[REDACTED]
Edward Allen
Bruce Clarke

25X1A

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25X1A

WEDNESDAY, 27 January 1971

0800-0930 Individual Presentations

25X1A

0945-1030 "The Role of the Domestic
Contact Service"

James Murphy

STATSPEC 1045-1130

25X1A

1140-1220 Informal Discussion

James Murphy

25X1A

1220

Lunch

1315-1400

"CIA's Current Intelligence Role"

Chief, FE Division

25X1A

1400-1415

Question Period

Office of Current Intelligence

1430-1630

"Developments in Photographic
Intelligence"

Arthur Lundahl

Director, National
Photographic
Interpretation Center

25X1A

1645-1745

NPIC Exhibition

1830

Dinner

25X1A

25X1A

1930-2130

Informal Discussion

Arthur Lundahl

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THURSDAY, 28 January 1971

25X1A

0800-0930	Individual Presentations
0945-1030	"Introduction to the Clandestine Service"
1030-1045	Question Period
1100-1200	"Field Station Activities"
1215	Lunch
1315-1400	"Target: Soviet Bloc"
1400-1415	Question Period
1430-1515	"Target: China "
1530-1630	CASE HISTORY:
1630-1645	Question Period
1830	Dinner
1930-2130	Informal Discussion

25X1A

25X1A

S E C R E T

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FRIDAY, 29 January 1971

25X1A

0800-0930 Individual Presentations

25X1A

0945-1145 CASE HISTORY

1200 Lunch

1300-1345 'Counter-Intelligence "

1400-1530 CASE HISTORIES

1545 ETD for Drivers and Passengers

S E C R E T

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MONDAY, 1 February 1971

25X1A

0850 Convene in Classroom (CR-11)

0900-0930 Individual Presentation

0945-1030 "Covert Action"

1030-1045 Question Period

1100-1215 CASE HISTORY

1220 Lunch

1315-1515 CASE HISTORY
(Continued)

1530-1700 CASE HISTORY

1830 Dinner

1930-2130 Informal Discussion

25X1A

25X1A

S E C R E T

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25X1A

TUESDAY, 2 February 1971

0800-0930 Individual Presentations

0945-1030 "The Support Services"

Robert Wattles

Assistant Deputy

1030-1045 Question Period

Director for Support 25X1A

1100-1145 "Security Considerations in
Accomplishing the Agency's
Mission"

1145-1200 Question Period

1215 Lunch

1315-1415 Individual Presentations

1430-1515 "Logistical Support of the
Agency's Activities"

John Blake

Director of Logistics

1515-1530 Question Period

1545-1630 "Personnel Problems"

Harry Fisher

Director of Personnel

1630-1645 Question Period

1830 Dinner

1930-2130 Informal Discussion

Robert Wattles

John Blake

Harry Fisher

25X1A

25X1A

S E C R E T

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WEDNESDAY, 3 February 1971

25X1A

0800-0930 Individual Presentations

0945-1030 "Financial Management"

1030-1045 Question Period

1100-1215 Panel: "The Agency's
Medical Services"

25X1A

Lester Bush
Director of Finance

John Tietjen
Director of Medical
Services

25X1A

~~Medical Systems
Development Officer,
OMS~~

25X1A

Acting Chief,
Research Branch,
Psychological
Services Staff, OMS

25X1A

Deputy Chief,
Operations Division,
OMS

25X1A

Psychiatric Staff, OMS

1220

Lunch

S E C R E T

S E C R E T

WEDNESDAY, 3 February 1971 (Contd.)

25X1A

1330-1415	"The Nature and Scope of Training Support"
1415-1430	Question Period
1445-1545	"Developments in Technical Communications"
1555-1700	Demonstration of Equipment and Question Period
1800	Dinner
1900-2100	Informal Discussion with the Executive Director-Comptroller

Alphonso Rodriguez
Deputy Director
of Training

25X1A

[REDACTED]
Director of
Communication

Colonel L. K. White

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THURSDAY, 4 February 1971

25X1A

0800-0930 Individual Presentations

0940 Assemble in Arena "B"

0945-1045 "The Role of Science and
Technology in CIA"

1045-1100 Question Period

1115-1145 "The Agency's Research and
Development Program"

1145-1200 Question Period

1215 Lunch

1315-1345 Individual Presentation

1400-1430 "ELINT Activities"

1430-1445 Question Period

1455-1525 "Scientific Intelligence"

1525-1540 Question Period

1550-1620 "Foreign Missile and
Space Analysis"

1620-1635 Question Period

1635-1650 Closing Remarks

1830 Dinner

1930-2130 Informal Discussion

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MONDAY, 8 February 1971
(At Headquarters)

0730	Convene at Headquarters: Front of Auditorium		
0740	Bus Departs [REDACTED]		25X1A
0820	Bus Arrives [REDACTED]		
0830-1345	"Technical Services in the Support of Operations"	[REDACTED] Chief, Technical Services Division	25X1A
	Presentations--Tours and Working Luncheon	[REDACTED] Chief of Operations, Technical Services Division	25X1A
		[REDACTED] Chief, Development and Engineering, Technical Services Division	25X1A
1350	Bus Departs [REDACTED] for Headquarters		25X1A
1430	Bus Arrives at Headquarters		
1440	Convene in Room 1A-07		
1440-1500	Administrative Time: [REDACTED] Travel Accounting		25X1A
	Distribution of Phase III Schedules		25X1A
1515-1630	"Computer Orientation"	[REDACTED] Chief, Automatic Data Processing Branch, Records Integration Division	

S E C R E T

S E C R E T

TUESDAY, 9 February 1971
(Room 1A-07, Headquarters)

0840	Convene in Classroom 1A-07	
0845-0915	Individual Presentation	25X1A
0930-1040	"The National Security Agency" (NSA)	
1050-1130	Question Period	Security Agency
1140-1210	Individual Presentation	
1215	Lunch	
1315-1400	"Developments and Problems in the Defense Intelligence Agency"	<u>Maj. Gen. Richard Stewart, USAF</u> Assistant Director for Intelligence Production, Defense Intelligence Agency
1400-1415	Question Period	
1430-1600	"Planning and Programming in CIA" Briefing and Question Period	<u>Charles Briggs</u> Dep. Director of Planning, Programming, and Budgeting
1610-1645	Visit to the OPPB Situation Room	

S E C R E T

S E C R E T

MIDCAREER
EXECUTIVE DEVELOPMENT COURSE (MEDC)

NO. 27

(OTR No. 1-73)

PHASE III
THE UNITED STATES GOVERNMENT

AND
WORLD AFFAIRS

Wednesday, 10 February 1971 - Friday, 19 February 1971
Room 1A-07 Headquarters

Sunday, 21 February 1971 - Thursday, 25 February 1971 - FIELD TRIP

Friday, 26 February - A.M. - Room 1A-07 Headquarters
P.M. - USIB Conference Room (7E-26)

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WEDNESDAY, 10 February 1971
(Room 1A-07, Headquarters)

0845-0915 Individual Presentation

0930-1030 "The Limits of United States
Foreign Policy"

Charles Burton Marshall

Paul H. Nitze

Professor of Inter-
national Politics,
School of Advanced
International Studies,
Johns Hopkins
University

1040-1130 Question Period

1130-1200 Critique Period (Phase II)

1215 Lunch

~~1200~~ ¹³³⁰ 1415 "The Urban Crisis in the
United States"

Hyman Bookbinder

Director, Washington
Office, American
Jewish Committee,
Former Assistant
Director of the Anti-
Poverty Program

1425-1530 Question Period


1545-1645 Meeting with the
Deputy Director for Plans

Thomas Karamessines

S E C R E T

S E C R E T

THURSDAY, 11 February 1971
(Room 1A-07, Headquarters)

0830-0900	Individual Presentation		
0915-1015	"The Evaluation of National Intelligence Programs and the Agency's Relationship to the PFIAB"	 Assistant Deputy for National Intelligence Programs Evaluation (NIPE)	25X1A
1030-1200	"Current Developments and Problems Facing the United States Government in East Asia"	<u>The Honorable Marshall Green</u> Assistant Secretary of State for East Asian Affairs, Department of State	
1215	Lunch		
1315-1345	Individual Presentation		
1400-1530	"The Process of Change in Latin America and Its Relationships to United States Interests"	<u>George Lodge</u> Associate Professor, Harvard Graduate School of Business Administration, Cambridge, Mass.	
1545-1630	Question Period		

S E C R E T

S E C R E T

FRIDAY, 12 February 1971
(Room 1A-07, Headquarters)

~~0830-0900~~ ¹⁰⁰⁰

Individual Presentation 5

~~0915-1045~~ ¹⁰⁰⁰⁻¹¹⁰⁰

"Soviet Foreign Policy"

Herbert Dinerstein

Professor of Soviet
Studies, School of
Advanced International
Studies, Johns Hopkins
University, Wash., D.C.

~~1045-1145~~ ¹¹¹⁵⁻¹²¹⁵

Question Period

~~1200-1230~~ ¹²⁰⁰

Lunch

~~1245-1345~~ ¹³¹⁵⁻¹⁴¹⁵

CIA Operations Center -
Briefing and Tour (Group A)
(Room 7F-33)

 25X1A
Chief, CIA Operations
Center

Critique Period (Group B)
(Room 1A-07)


~~1400-1500~~ ¹⁴¹⁵⁻¹⁵¹⁵

CIA Operations Center -
Briefing and Tour (Group B)
(Room 7F-33)

Critique Period (Group A)
(Room 1A-07)

1530-1630

"Computer Services"

 25X1A
Deputy Director of
Computer Services

S E C R E T

S E C R E T

MONDAY, 15 February 1971


H - O - L - I - D - A - Y

(George Washington's Birthday)

S E C R E T

S E C R E T


TUESDAY, 16 February 1971
Room 1A-07, Headquarters

0830-0900	Individual Presentation		
0915-1010	"American Politics in the 1970's"	<u>Richard Scammon</u> Director, Elections Research Center Washington, D.C.	
1020-1115	Question Period		
1130-1200	Critique Period		
1215	Lunch		
1330-1500	"Communist China" 	<u>Richard Walker</u> Director, Institute for International Studies, University of South Carolina	25X6
1510-1630	Question Period		

S E C R E T

S E C R E T


WEDNESDAY, 17 February 1971
(Room 1A-07, Headquarters)

0845-0915	Individual Presentation		
0930-1200	"How to Read a Foreigner"	<u>James Bostain</u> Scientific Linguist, Foreign Service Institute, Department of State	
1215	Lunch		
1315-1415	"Vietnam, Laos and Cambodia"	 Deputy Special Assistant to the Director for Vietnam Affairs	25X1A
1420-1445	Question Period		
1500-1630	"The State Department's Bureau of Intelligence and Research and the Intelligence Community"	<u>Ray Cline</u> Director, Bureau of Intelligence and Research, Department of State	

S E C R E T

S E C R E T

THURSDAY, 18 February 1971
(Room 1A-07, Headquarters)

0845-0915	Individual Presentation	
0930-1045	"Black Problems"	<u>Samuel Proctor</u> Professor of Education, Rutgers University, New Brunswick, N. J.
1100-1200	Question Period	
1215	Lunch	
1315-1440	"Soviet Strategic Capabilities"	<u>Bruce Clarke</u> Director of Strategic Research
1450-1545	Question Period	
1600-1645	Field Trip Briefing	 25X1A

S E C R E T

S E C R E T

FRIDAY, 19 February 1971
(Room 1A-07, Headquarters)

0845-0915	Individual Presentation	
0930-1045	"The Congress of the United States"	<u>Charles Clapp</u> Executive Office of the President, Special Assistant to the President
1100-1200	Question Period	
1215	Lunch	
1330-1445	"The Middle East"	<u>The Honorable</u> <u>Ambassador John Badeau</u> Director, Middle East Institute, Columbia University, New York (Former U.S. Ambassador to the United Arab Republic)
1500-1630	Question Period	

S E C R E T

S E C R E T

FIELD TRIP SCHEDULE FOR MEDC NO. 27 **

SUNDAY, 21 February 1971

1130	EST	Convene at Headquarters (SW Entrance)
1145	EST	Special Bus Leaves Headquarters for Andrews AFB
1300	EST	Leave Andrews AFB for Warren AFB, Cheyenne
1700	MST	Arrive Warren AFB, Cheyenne

MONDAY, 22 February

0830-1630	MST	Briefings and Tours at the 90th Strategic Missile Wing, Warren AFB
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TUESDAY, 23 February

0800	MST	Leave Warren AFB for Ellington AFB, Houston
1245	CST	Arrive Ellington AFB, Houston
1330-1700	CST	Briefings and Tours at the Manned Spacecraft Center, NASA, Houston

WEDNESDAY, 24 February

0830-1130	CST	Briefings and Tours at MSC (Continued)
1200	CST	Depart Ellington AFB for Patrick AFB, Florida
1745	EST	Arrive Patrick AFB, Florida

THURSDAY, 25 February

0800-1600	EST	Briefings and Tours, NASA, Cape Kennedy
1645	EST	Leave Patrick AFB for Andrews AFB
1930	EST	Arrive Andrews AFB
1945	EST	Special Bus Leaves Andrews AFB for Headquarters Building

** The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

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S E C R E T

FRIDAY, 26 February 1971
(Room 1A-07, Headquarters)

FINAL DAY

0900-1015	Administrative Time Course Critiques	
1030-1200	(Subject To Be Announced)	<u>Sherman Kent</u> Former Director of National Estimates
1215	Lunch	
1315-1345	Administrative Time	
1400-1530	Commencement Speaker	<u>Maxwell Taylor</u> Former Chairman, Presidents Foreign Intelligence Advisory Board and Former Chairman/Joint Chiefs
1600-1645	<u>Closing Remarks:</u>	<u>Col. L. K. White</u> Executive Director-Comptroller

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